

*The Defense-Industry Team for SOF*

Thank you Bill [MGen William Moore].

Secretary Holmes, [other VIPs], and members of the Special Operations Forces, thank you all for being here tonight. It's great to see so many faces here. As an old Marine, I was anticipating a somewhat hostile crowd, so it's great to see so many *friendly* faces.

But just to put you further at ease, let me assure you that this is one Marine who has no designs for taking away the work of the Special Operations Forces!

(Pause for laughter)

In fact, one of my major goals is to help you better accomplish your missions, which are getting more numerous and more complex all the time. I'll talk more about that in a few minutes.

You know, I normally don't consider seven years a milestone anniversary, but considering that this month marks seven years since the conclusion of Operations Desert Shield and Desert Storm – and SOF's unique contributions to that conflict – I'm going to make an exception.

In fact, let's take a quick trip back seven years and recall some of those significant contributions.

Recall that four days after President Bush's announcement that American forces would

deploy to the Persian Gulf, Special Operations Forces were already in country in Saudi Arabia. The first in were the Navy Special Warfare units with SEALs, special boat units, SEAL delivery vehicles and desert vehicles.

This unit grew to include 260 men, who were part of the 7,000 special operators in the coalition forces, the largest SOF deployment ever made by United States.

SOF was literally leading the way the moment the war started. At 0238 hours on 17 January, four MH-53 Pave Low helicopters from the 20th Special Operations Squadron led two flights of Apaches to make the first strike of the offensive. That strike destroyed two key Iraqi early warning radar sites in western Iraq, opening

an air corridor that let nearly 900 coalition aircraft into Iraq on that day alone!

Recall also that during the airwar, special forces teams were sent into Iraq in search of Scuds and to conduct reconnaissance in support of the upcoming ground offensive. In fact, just prior to G-Day, Special Forces conducted 12 special reconnaissance missions deep into Iraq to watch for the repositioning of Iraqi forces and to spot signs of an intended Iraqi counterattack.

A solid testament to the fighting skill of these soldiers comes from one of those missions. You may recall the 10-man "A" team that survived detection in its desert "hide site" by fighting an Iraqi force that outnumbered them 15 to 1, eliminating 150 Iraqi soldiers with no casualties

to themselves, then escaping safely by helicopter.

Then there were the MC-130 Combat Talons from the 8th Special Operations Squadron, who used the enormous 15,000-pound bombs to breach Iraqi minefields, and I'm sure take a heavy psychological toll on the Iraqis at the same time.

And tackling the mine problem a much different way, Navy SEALs destroyed 25 mines in the Persian Gulf, dropping from helicopters into the water to attach demolition charges.

SEALs also captured the first POWs of the war, when they seized an off-shore oil platform. They captured another 67 POWs – and a large

cache of weapons – when SEALs assaulted and recaptured Qarah Island, the first time the Kuwaiti flag was raised again over invaded territory.

AC-130 Spectre gunships held down Iraqi forces in Southern Iraq, northeast Kuwait and near Kuwait City. They also played a key role in retaking Khafji by the coalition forces. That effort came at a high price, as we remember the 14 crew members lost on on the morning of 31 January, 1991, when Spirit 03, an AC-130, was downed by enemy fire. I was in the Marine Expeditionary Forces operations center about 80 miles away that morning, and the trajedy has left a lasting impression on me.

(pause briefly)

Recall also the importance of PSYOPs in Operation Desert Storm. In fact the 4th Psychological Operation Group's leaflet drops, coupled with B-52 bombings, take the credit for the surrender of almost 60,000 Iraqi, many of whom were waving the leaflets as they turned themselves in at the coalition front.

The 96th Civil Affairs Battalion, the only active duty civil affairs unit in US SOCOM, was deeply involved in the operations from start to finish, preparing coalition troops for the region's cultural uniqueness, managing and supporting the nearly overwhelming surge refugees and POWs and assisting in the reconstruction of Kuwait.

And lastly, SOF was the glue that held together the Coalition Forces. The liaison officers SOF provided were key to successful combined operations.

Those are incredible SOF accomplishments, and indicative of an incredible group of soldiers, sailors and airmen!

I salute those of you here tonight!

(Lead applause)

Indeed, the Special Operations Forces have much to be proud of. When I look back at SOF over the last almost two decades, I see *evolution* and *maturation*. Since the hard look that was taken following Desert One in 1980, Special Operations has undergone an evolution and maturation – in its mission, operations,



organization and technologies. The successes have racked up – Grenada, Panama, Desert Storm, Somalia and Bosnia – and SOF has gotten better every time.

Yet there is a challenge for the future of SOF that needs to be addressed today. Your OPTEMPO is increasing daily and your sustainment bills are increasing hourly. And these bills are all being paid out of your investment accounts. Simply put, *your today is consuming tomorrow.*

You face the challenge of achieving SOF's Vision 2020 in an era of declining budgets – everything's better, faster, cheaper – but at the same time meeting ever-increasing tasking levels.

This challenge of a drastically changing tomorrow became especially clear to me during my work as a member of the National Defense Panel. In our report, which we delivered to Secretary of Defense Cohen last December, we identified that the force structure of the future must have the ability to respond to new challenges, such as:

- The use of weapons of mass destruction – especially against civilian and commercial targets at home and abroad by terrorist means;
- Deep inland operations;
- Information attacks;
- The absence of access to forward bases, and

- Space operations.

To meet these new threats, it's clear that in the 2010 to 2020 time frame our military forces, Special Operations included, will need capabilities far greater than those they currently possess.

We will need greater mobility, precision, speed, stealth and penetration. We need new information-related technologies to detect, identify and track far greater numbers of targets over a larger area, and for a longer time, than ever before.

We must exploit the opportunities those technologies present to dissipate the "fog of war" and gain significant advantages against our foes.

In addition, we need a smaller logistics footprint than we've had in the past. Lean logistics means less of a strain on our own infrastructures and strategic air and sea lift, while at the same time providing less of a target to our enemies.

Our forces must become faster, more lethal, more expeditionary, lighter and less manpower-intensive. In other words, the other services need to model themselves after our Special Operations Forces.

The good news is that we on the National Defense Panel identified those major shifts in our nation's force structure. The bad news is that we didn't write down the answers on how to do it!

What I do know is that, especially in the case of Special Operations, it will take innovative, breakthrough technologies. And to achieve those, it will take a new partnership with industry – a new way of defining needs, developing systems and acquiring them. I am here to tell you that industry, especially the corner of it that I come from, stands ready to support you.

US SOCOM was founded to create jointness across our special operations forces. You have achieved that mission magnificently! You have SEALs flying in Army helicopters. You have Air Force and Army helicopters operating off Navy ships. You have Army Rangers inside Air Force gunships. You truly are a purple fighting force – DoD's template for joint operations.

And in that same spirit of jointness, it's my hope that industry can be a partner in that joint effort to a greater extent than ever before.

In its history, SOCOM, along with its industry partners, has done a good job making marginal, yet significant improvements to existing systems, and getting those systems into the field. TFTA radars and fire control system, specialized boats, ruggedized communication systems, improved diving equipment, and enhanced sniper rifles, scopes and night vision goggles are some good examples.

Let me digress for one moment again to my work on the National Defense Panel. It became very clear to me during that time that our military

has four distinct advantages, advantages that must be maintained if we are going to transform our forces for the future.

They are:

(use fingers to numerate each point)

- Well trained, disciplined troops;
- Led by superb NCOs and officers;
- Equipped with an overwhelming technical advantage; and
- Possessing an influence projection capability that no one else has.

Along that thinking, I firmly believe the next phase of SOF's evolution and maturation – its transformation to achieve Vision 2020 – will require not only improved technology, but in a greater sense breakthrough technology.

Breakthrough technology in mobility, sensing and

identification, miniaturization, secure communications, advanced munitions, stealth, human enhancements and robotics.

This is why a new, reinvigorated partnership between SOF and industry is so important. You don't need to hear it from this Marine – funding new technology, especially the breakthrough variety, is expensive – darn expensive. We in industry, however, can do our part to make it affordable.

How can this partnership work? Let me share two elements I believe are key to this success.

First, I encourage SOF to involve its industry partners as early as possible in the process to



define and develop requirements. Industry then can do its part to identify the appropriate technology – Is it achievable with off-the-shelf or modification technology? Or does it require a leap above and beyond technology that currently exists?

Let us be part of the joint team that makes these early, critical decisions. If industry participates early in the requirements definition process, you can then leverage the industrial IR&D investment accounts just as you have successfully done with the services and laboratories.

Second, to fund technology breakthroughs, let industry do its part to squeeze the costs out of your operations. Help us pin-point where the high

costs are. Allowing contractors to apply commercial processes to support SOF systems frees up resources, resources I hope SOF can earmark for solving future technology needs.

What's our responsibility? We in industry will do our part to help take the costs out of our products. By developing and building systems with increased mean time between failures, less man-in-the-loop support, among other methods, we can help turn some operation dollars into technology development dollars.

Achieving these savings may mean changing a number of paradigms. For instance, the traditional concepts of organic maintenance and support may not be in SOF's best economic interest.

Cheaper...better...faster. Contractor logistics support may be the best answer for SOF. CLS has been proven to be tailor-made to support a number of the highly specialized systems that SOF operates. Extending this concept will almost certainly achieve critical cost savings in the ever growing O&S accounts and help preserve SOF's future investments.

I urge US SOCOM to re-examine its current support posture in partnership with industry, and not be bound by traditional ways of doing business. Industry can provide you the weapons to fight the war against the "cost of ownership."

And of course, we need to look at how breakthrough technology, when placed in a new

paradigm of Special Operations force structure, might result in even greater savings. For example, can 50 tiltrotors replace 87 aircraft? Can warfighters trained with next generation instructional methods result in the requirement for fewer battalions?

Those are questions yet to be answered, and no question about it, SOF faces a hefty challenge. Demands for your capabilities are going up – increased OPTEMPO, more difficult tasking, coupled with tighter funding.

I'm confident, however, that as a truly joint team, SOF and industry, we can develop, build and support a new realm of technology that will bring you to 2020.

I look forward to that challenge, and to the opportunity to work together to perform the absolutely critical mission of Special Operations Forces, and achieve your Vision 2020.

Thank you.